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E/ICEF/Organization/Rev.1
Chapter I/Section B
12 August 1992

ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section B. Operations Group

The present section describes the current functions and organization of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

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CHAPTER I. NEW YORK HEADQUARTERS

B. Operations Group

The Operations Group, which is coordinated by the Deputy Executive Director, Operations, includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

Division of Financial Management

General functions and responsibilities

The Comptroller, who is the director of the division, is responsible for the direction and management of all financial and accounting activities of the organization. Those responsibilities are exercised directly at headquarters and through three functional sections of the division and extend functionally to the Geneva Office, the Supply Division at Copenhagen, Greeting Card and related Operations (GCO) and all field offices through the issuance of appropriate financial and accounting instructions and budget.

Organization of the Division

The Division includes the Comptroller's Office and three functional sections: Accounts, Finance and Budget. The respective functions and responsibilities are described below.

Comptroller's Office

Through the Deputy Executive Director, Operations, the Comptroller advises the Executive Director on all financial matters; ensures the financial planning, management and accountability of the organization; exercises the financial and accounting control functions in accordance with the organization's relevant policies; coordinates with the Division of Personnel on matters concerning the recruitment and placement of finance, accounting and administrative staff and participates in budget reviews; coordinates UNICEF relations with the United Nations Board of Auditors; and chairs or participates in the Finance Advisory Committee, the Internal Audit Committee, the Budget Planning and Review Committee, the Contract Review Committees, the Insurance Survey Board and the Property Survey Board.

Accounts Section

The Accounts Section is responsible for implementing the organization's accounting policies; providing functional guidance and staff training to offices throughout the organization; maintaining the organization's books of accounts; and preparing the annual financial report and accounts. The major responsibilities of the section are:

(a) To direct the accounting function and maintain the organization's official books of accounts, including those of GCO, the UNICEF warehouse at Copenhagen and field offices;

(b) To establish accounting policies of the organization so that they serve the accounting requirements of UNICEF while ensuring compliance with UNICEF Financial Regulations and Rules and accepted accounting principles;

(c) To formulate and implement procedures that enhance the accuracy of the accounts and reflect fairly the financial position of the organization and the result of its operation at year-end;

(d) To establish effective internal control procedures that provide adequate security for the assets of the organization;

(e) To coordinate the formulation and evaluation of regular financial reports used by other divisions and offices as performance measurements and maximize the benefits of management information obtainable from the finance database;

(f) To serve as the authoritative source to the heads of major organizational units regarding the management of financial data to be used in dealing with donors and in the development of the broad objectives of the organization that have financial implications;

(g) To discuss audit findings and recommendations with both the external and internal auditors and agree on implementation of the recommendations.

Finance Section

The Finance Section is responsible for handling UNICEF financial resources; ensuring collection of receivables and payment of obligations, including those related to personnel entitlements; authorization of the establishment and administration of all UNICEF bank accounts; replenishment of accounts of all field offices; negotiation of terms and conditions for short-term investment of funds temporarily available; evaluation of interest rates and adjudication of financial bids; negotiation of currency exchanges; and administration of the financial aspects of all reimbursable procurement transactions and those carried out with the organizations of the United Nations system.

Budget Section

The Budget Section is responsible for budget planning, preparation, monitoring and control; budget reviews; and organizational and management analysis. In managing the budget, the responsibilities of the section are:

(a) To establish basic budgeting concepts, budget format, budget cycle, budget methodology and techniques and organizational structures;

(b) To prepare the budget input to the financial plan and the medium-term plan, to prepare budget instructions and to maintain the budget manual;

(c) To administer and control budget allotments, expenditure approval, miscellaneous obligating documents, post authorization tables, post control analysis, organization charts, budget transfers and cost-benefit analysis;

(d) To act as secretariat to the Budget Planning and Review Committee for the preparation and submission of the agenda, notification of the Committee of any matters related to policies and procedures that are necessary for information or possible action, preparation of minutes and reporting on follow-up actions and all correspondence concerning budgetary issues and coordination of the biennial regional and headquarters budget review process;

(e) To train and conduct orientation of new international Professional staff on UNICEF budget policies and procedures;

(f) To liaise with the secretariat of the Advisory Committee on Administrative and Budgetary Questions on behalf of the Deputy Executive Director, Operations, with regard to budget policy formulation, interpretation of United Nations administrative and budgetary procedures and information regarding proposed UNICEF budget estimates.

Division of Personnel

General functions and responsibilities

The Division of Personnel is responsible for facilitating the effective planning and management of the organization's human resources through the initiation, development and implementation of personnel policies and procedures; providing advice and guidance on personnel and management concerns to the Office of the Executive Director, directly through the human resources planning process, the senior staff review and the Budget Planning and Review Committee; facilitating the implementation of personnel policies and procedures; collaborating with United Nations common system entities to ensure consistency and conformity in personnel-related matters; and providing general personnel support services and management directly at New York headquarters.

Organization of the division

The responsibilities of the division are directed and managed by the Director's Office, to which are attached the following four sections: Recruitment and Staff Development; Personnel Policy and Services; Training; and Remuneration.

Director's Office

The Director's Office is responsible for ensuring an integrated, systematic approach to personnel issues in the organization and overseeing the

functions of all sections in the division. It represents the organization in inter-agency forums such as the International Civil Service Commission (ICSC), the Consultative Committee on Administrative Questions and other United Nations bodies dealing with personnel issues. It provides guidance to the senior management of UNICEF through direct consultation and through the Senior Staff Review Committee and the Budget Planning and Review Committee.

Recruitment and Staff Development Section

The Recruitment and Staff Development Section is responsible for the recruitment and career development of international Professional staff and for the recruitment of General Service staff at New York headquarters and international General Service staff at field offices. It is responsible for:

(a) Developing and applying appropriate recruitment, selection and placement policies and procedures, including developing contacts with sources of recruitment; undertaking recruitment missions to identify qualified potential candidates; and advertising and maintaining rosters of potential candidates and consultants;

(b) Recruitment of all international Professional staff, Junior Professional Officers, temporary international Professional staff, volunteers and General Service staff in New York and for international assignment;

(c) Effecting the staff rotation plan for the placement of international Professional staff, taking into account organization priorities as well as the preferences of staff members, to the extent possible;

(d) Advising and assisting field offices on recruitment and selection procedures for locally recruited staff, where applicable;

(e) Developing, in conjunction with the Director's Office, a systematic plan for meeting UNICEF staffing requirements;

(f) Providing general information to staff in order to facilitate career development;

(g) Providing appropriate support and advice to Appointment and Placement Committees.

Personnel Policy and Services Section

The Personnel Policy and Services Section consists of two units: the Personnel Policy Unit and the Personnel Services Unit. The functions of the units are as follows:

(a) The Personnel Policy Unit acts as focal point on staff/management relations; handles appeal, grievance and disciplinary cases and represents UNICEF before the United Nations Joint Appeals Board and the New York Joint Disciplinary Committee; participates in the preparation of division policy and

procedural statements on personnel issues; assists the Director in work relating to the Consultative Committee on Administrative Questions and ICSC and on security matters; develops and maintains the Personnel Administration Manual; issues administrative instructions on personnel policies and their application; and provides interpretation of UNICEF personnel policies;

(b) The Personnel Services Unit is responsible for ensuring that all United Nations Staff Regulations and Rules, as well as UNICEF personnel policies and procedures, are applied correctly in support of all personnel actions throughout the organization. Specific responsibilities include: processing all actions resulting from recruitment and placement, including staff member entitlements and changes in contractual status; assisting in the interpretation and application of UNICEF personnel policies and procedures; maintaining and updating the computerized integrated personnel system and relevant personnel files; maintaining and monitoring the performance appraisal system; and acting as focal point for security matters and liaising with the United Nations Security Coordinator.

Training Section

The Training Section is responsible for facilitating the effective performance of organizational activities through the coordination of UNICEF training plans and activities. The specific responsibilities include:

(a) Establishing, in conjunction with the Director's Office, the annual training priorities to support the organization's priorities;

(b) Developing appropriate systems for the development, preparation and review of annual training programmes from field offices and headquarters locations and the allocation of budgetary resources in the most effective way to meet individual and organizational training needs;

(c) Coordinating and supporting the various training activities initiated;

(d) Developing, testing and revising training materials and conducting selected training programmes to meet priority global needs in conjunction with resource persons from inside or outside of UNICEF;

(e) Providing assistance and advice on training methods and resources available as well as advice on relevant training programmes to meet particular training needs.

Remuneration Section

The Remuneration Section develops, implements, maintains and monitors the UNICEF job classification policy systems and procedures for Professional and General Service staff; advises on organizational and structural matters related to UNICEF offices; supports human resources planning by developing standard job descriptions and approving standard job titles; and cooperates,

in conjunction with the United Nations and United Nations agencies, in the salary policy development and administration of the General Service and national Professional officer categories, which includes establishing new policies pertaining to salary survey methodology, conducting salary surveys, reviewing conditions of service, establishing various allowances and issuing salary scales.

Office of Administrative Management

General functions and responsibilities

The Office of Administrative Management provides administrative and management services through support and advice to field and headquarters offices.

Organization of the Office

The Office comprises the following organizational units: Director's Office; Field Services Section; Headquarters Services Section; and Travel and Transportation Services Section.

Director's Office

The Director's Office is responsible for the general direction of the organizational units described below. In addition, the Office acts as headquarters focal point in crisis situations in field offices. The Office represents UNICEF at various inter-agency forums on administrative management issues. In carrying out his responsibilities, the Director is supported by a deputy.

The Legal Unit, as part of the Director's Office, is the focal point in UNICEF for legal matters and liaises with the United Nations Office of Legal Affairs, as appropriate. The unit is responsible specifically for the following:

(a) Basic operation agreements; clearance of drafts; advice and support during negotiations with Governments; and host country agreements at headquarters locations;

(b) Lease and land agreements and property conveyancing;

(c) Legal aspects relating to major negotiations with commercial entities providing services to UNICEF;

(d) Such miscellaneous legal matters as bequests and court proceedings.

The unit also advises on related policies and procedures and maintains relevant management information systems.

Field Services Section

This section provides administrative management support and advice to field offices and to headquarters locations outside New York. Specific responsibilities include:

(a) Planning and directing facilities management services world wide, including coordination with other United Nations agencies regarding common premises construction projects, office relocations, UNICEF construction/renovation projects and purchase/sales of staff housing;

(b) Negotiating leases and construction contracts for offices and staff accommodation;

(c) Providing administrative support and advice on procedures related to such matters as travel, communications, procurement, office premises, staff housing, security and insurance;

(d) Coordinating administrative actions with the United Nations, the United Nations Development Programme (UNDP) and other United Nations agencies on matters affecting UNICEF offices;

(e) Authorizing housing subsidies, rental advances, submitting claims to the United Nations Compensation Board, updating the UNICEF Field Directory and administering the UNICEF household appliances scheme for staff on assignment to field offices;

(f) Issuing administrative instructions and information bulletins relating to matters of an administrative nature and helping to maintain uniform administrative practices at headquarters and field offices;

(g) Exercising organization-wide inventory control over administrative property.

Headquarters Services Section

The Section provides administrative and management services to New York headquarters in relation to:

(a) Office space and maintenance (space layout, repairs and alterations of premises and security of premises);

(b) Communications (mail and pouch operations), including courier services;

(c) UNICEF and United Nations documents (printing, duplicating, distribution and archiving);

(d) Office supplies, furniture and equipment, systems of inventory control and transportation;

(e) Managerial, supervisory and contractual matters related to UNICEF House, including all aspects of remodelling and renovations;

(f) Managing conference facilities;

(g) Budget planning and expenditures of allotment accounts assigned to the section.

Travel and Transportation Services Section

The Section provides travel services to headquarters staff and visitors, comprising counselling, routing, visas, United Nations' laissez-passers, shipment of personal effects, insurance coverage and claims and negotiations with travel agents and preferred airline carriers.

Supply Division

General functions and responsibilities

The Supply Division in New York acts primarily as a liaison office to represent the Director in New York. It is headed by a Deputy Director who attends interdivisional meetings and acts as the focal point for supply- and procurement-related questions arising in the New York office. A small procurement team is responsible for purchasing computer-related equipment and administrative supplies for the New York office.

Office of Information Resources Management

General functions and responsibilities

The Office of Information Resources Management is responsible for developing and implementing policies, projects and procedures to manage efficiently and effectively organizational information systems and supporting information handling resources. It is also responsible for providing technical support services in the selection, acquisition and installation of computer hardware, software and networks, telecommunications, records management and user support in New York.

Organization of the Office

The Office comprises the following four sections: Information Planning; Information Applications; Technical Support; and Information Services. The respective functions and responsibilities are described below.

Information Planning Section

Major functions of the Section include: articulating and developing methodologies and tools for identifying and modelling information requirements

and assisting other offices in their use; planning and coordinating the development of global information systems; developing strategic plans for the information management function as a whole; coordinating information management projects involving different sections of the office or other divisions; administering the organization-wide data model and database; developing procedures for managing the work of the office; and overseeing general administration of the office.

Information Applications Section

The major functions of the Section include managing specific electronic information system-related projects, including interaction with user divisions in analysing specific organizational information systems needs; determining the feasibility of proposed electronic information systems; designing organizational electronic information systems; implementing, testing, installing and documenting organizational electronic information systems.

Technical Support Section

The major functions of the Section include establishing organizational standards for computer hardware, software and networks; managing computer and related communications installations at New York headquarters, including the operation of computer hardware/software and security considerations; and administering telecommunications systems (telephone, telex, UNICEF electronic information network) at New York headquarters.

Information Services Section

The Information Services Section serves as the major interface between the user and other, more technical, functions. Major functions include:

(a) Assisting users in how to use organizational data/electronic systems to support their work more effectively; solving information systems-related problems encountered by users in the course of their work; providing information to users on recent developments in the computer/information systems field; installing/upgrading personal computer hardware and standard software; and providing training in commonly used UNICEF applications software;

(b) Establishing standards, procedures and systems for records management; coordinating the development and maintenance of organizational manuals; and advising in the development of office/division filing systems.